



East
Cambridgeshire
District Council
www.eastcambs.gov.uk

EAST CAMBS TRADING COMPANY LTD

Property and Community Housing Division
Business Plan 2018



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Executive summary

In 2015 in its first business plan, East Cambs Trading Company Ltd made a commitment that in the first 5 years it would:

- Help to deliver a financially sound Council and enhance its reputation by maximising return from Council property assets and generating profits;
- Act as an exemplar, demonstrating to the Council the benefits of a commercial culture;
- Deliver genuinely affordable housing by accelerating the delivery of Community Land Trusts (CLTs);
- Make East Cambridgeshire an even better place to live by building at least 200 high quality homes across all sectors of the housing market;
- Improve local infrastructure by delivering appropriate, well-designed property developments;
- Create new jobs and funding by procuring goods and services locally.

Two years on, this business plan demonstrates the genuine progress that the company has already made against all of these original commitments. The company has secured a strong development pipeline to underwrite its future and is now well placed to embark on the next business stages of consolidation and substantial growth.

Mission statement

The Property and Community Housing Division of East Cambs Trading Company Ltd harness community experience and local knowledge to accelerate Community Land Trust activity, deliver successful, well-designed homes and developments and reinvest the profits we make back into District Council services and local infrastructure. This, in turn, directly benefits local people.

Vision

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council's objectives that are set out in the Corporate Plan 2017-2019. Our Property and Community Housing Division will continue to support the Council in achieving these objectives.

Legal structure and ownership

East Cambs Trading Company Ltd (ECTC) is a private company limited by shares that is wholly owned by East Cambridgeshire District Council. ECTC operates at 'arm's length' from the Council with an independent board for operational decisions making.

Location

The Property and Community Housing Division of the business operates from offices at The Grange in Ely.

Introduction

The Property and Community Housing Division of ECTC is a local developer with a difference. We were established by East Cambridgeshire District Council in 2016 to help address the shortage of new housing across the district. Put simply, we fund and deliver design-led developments and high-quality homes of all tenures, and reinvest the profits that we make back into the Council, helping to fund new infrastructure projects and support local services that benefit residents and businesses in the district.

But we do more than just build homes for a profit. At ECTC, we firmly believe that involving local people in the design of local developments can bring real social and economic benefits to local communities. This ‘community-led’ development gives residents have the chance to shape their neighbourhood. It can strengthen the sense of belonging and encourage friendly, thriving communities where people aspire to live.

By working in partnership with local Community Land Trusts, we build local support for new development where previously there was none, and develop community-owned assets, such as genuinely affordable homes, that have significant income streams that can be reinvested back into the local community for generations to come, making communities more resilient, and more able to adapt to change.

Our brands

From 1st April 2018, the company will be operating in the commercial market as Palace Green Homes and East Cambs Community Housing.



- Securing planning permissions that ‘add value’
- Building quality homes and attractive new developments
- Development project management services for ECDC
- Asset development consultancy for ECDC
- Support for local Community Land Trusts
- Specialist community housing advice for local authorities
- Housing and estate management services for CLTs

Financial projections – Property and Community Housing Division

The table below shows the budgets projected for development and consultancy based on the current development pipeline, excluding any turnover from the project at Kennett Garden Village.

Table 1. Projected sales revenue 2017 – 2022 (exc. Kennett Garden Village) at Jan 2018 (exc. Work in progress)

	2017/18	2018/19	2019/20	2020/21	TOTAL
Turnover					
Market housing development	£0	£5.522m	£7.140m	£5.712m	£18.374m
Affordable (CLT) housing development	£0	£0.850m	£1.036m	£0.207m	£2.093m
EC Community Housing	£0.078m	£0.122m	£0.161m	£0.202m	£0.563m
Other income	£1.088m	£2.072m	£0m	£0m	£3.160m
Total Turnover	£1.166m	£8.566m	£8.337m	£6.121m	£24.19m
Cost of Sales	£4.342m	£7.813m	£6.774m	£2.532m	£21.461m
Gross Profit / (Loss)	(£3.177m)	£0.752m	£1.563m	£3.590m	£2.728m
Overheads	£0.145m	£0.165m	£0.165m	£0.165m	£0.640m
EBITDA	(£3.322m)	£0.587m	£1.398m	£3.425m	£2.088m

The table below shows the turnover projections from development and consultancy based on the current development pipeline, including sales revenue from the project at Kennett Garden Village.

Table 2. Projected sales revenue 2017 – 2022 (Inc. Kennett Garden Village) at Jan 2018

	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL
Turnover						
Total	£1.166m	£8.566m	£8.337m	£19.168m	£16.956m	£52.285m

Funding and growth

ECTC Property and Community Housing Division has reached a pivotal point where it has now secured a land development pipeline that can be used as a platform for consolidation and considerable growth. The decision to be made by the shareholder now is whether to exploit the company's accomplishments and expand further, or keep the company stable and profitable, providing a base for alternative activities.

The company could stay at its current stage indefinitely, provided changes in the trading environment in which the company operates do not destroy its market niche, or ineffective management reduce its competitive abilities. However if ECDC, as the sole shareholder, rises to the challenge of a growing company, ECTC could become a big business.

If the company is to 'go for growth' there are a number of factors that will need to be addressed quickly. Palace Green Homes, in particular, is not short of business opportunities but it needs access to more cash than it has now in order to be able to react quickly and take full advantage of opportunities when they arise. There needs to be enough cash to satisfy the great demands growth brings (often requiring a willingness on the shareholder's part to tolerate a high debt-equity ratio).

Other important tasks will be to ensure the basic business stays profitable (so it doesn't run out of the cash that it does have), and to develop managers to meet the needs of the growing business. This second task will require hiring of staff with an eye to the company's future, rather than its current condition.

Palace Green Homes



Services

- Planning promotion services – Identification of land development opportunities, feasibilities, community engagement and planning, technical design, planning application management.
- Housebuilding – Design, construction and sale of high quality, well designed community-led developments and homes of all tenures.
- Development project management – Management of tender process, contractor selection and project management of new large scale construction projects on behalf of ECDC (e.g. delivery of Council Car Parks).
- Asset development consultancy – Strategic Land Advice and support to ECDC.



Construction work underway at Barton Road, Ely

Looking back – the last 12 months

In 2017/18 Palace Green Homes has helped ECTC to make significant progress against the commitments it made to the Council when it was established. The key achievements are set out in Table 1 below.

Table 3. Progress made against original business plan commitments

ECTC Commitment	Progress during 2017/18
Help to deliver a financially sound Council and enhance its reputation by maximising return from Council property assets and generating profits.	<ul style="list-style-type: none"> – Obtained planning permissions that add value to Council owned land in Ely and Soham. – Provided strategic land advice to ECDC Asset Development Committee. – Provided asset management advice to ECDC in its commercial and legal negotiations with third parties.
Act as an exemplar, demonstrating to the Council the benefits of a commercial culture.	<ul style="list-style-type: none"> – Delivered two new commuter car parks in Ely and Littleport for ECDC on time and within budget.
Deliver genuinely affordable housing by accelerating the delivery of Community Land Trusts (CLTs)	<ul style="list-style-type: none"> – Commenced build of new CLT owned affordable homes in Ely and Soham. – Submitted a planning application for 54 new homes in Haddenham in conjunction with Haddenham CLT.
Make East Cambridgeshire an even better place to live by building at least 200 high quality homes across all sectors of the housing market.	<ul style="list-style-type: none"> – Additional sites have been secured that, with the benefit of planning permission and confirmed funding, will contribute to this pipeline.
Improve local infrastructure by delivering appropriate, well-designed property developments.	<ul style="list-style-type: none"> – Commenced construction of 24 new quality homes in Ely and Soham.
Create new jobs and funding by procuring goods and services locally.	<ul style="list-style-type: none"> – Directly employed 4 new staff and actively doing business with local businesses, tradespeople and suppliers.

Success stories

Success story - Littleport Commuter Car Park

For a number of years it has been an ECDC corporate priority to secure land for additional parking close to the Station in Littleport. The existing car park was considered too small for the increasing number of commuters that want to use the station. Previous attempts to negotiate with local landowners had failed but in its first year of trading, ECTC trading as Palace Green Homes helped ECDC to finalise an option to acquire around 2.8 hectares (7 acres) of land immediately adjacent to the existing car park.

During 2017/18 the company continued to act as development project manager for the Littleport Car Park Extension Project. Planning permission for a 78 space extension was obtained in March 2017 and detailed design were produced by the Palace Green Team, working in partnership with ECDC staff and external engineering consultants Ingleton Wood. The project was put out to tender in autumn 2017 and the car park was completed on time and within budget just before Christmas 2017.



Kevin Francis of Palace Green Homes, Littleport ward Councillor David Ambrose-Smith, Councillor Bill Hunt, Councillor Anna Bailey, and Greg Young of Brooks & Wood of Andrew Kent of Ingleton Wood LLP

Success story - Kennett Garden Village

In Oct 2016 ECTC trading as Palace Green Homes secured legal agreements to promote 40 hectares (100 acres) of land at Kennett as a Community-led mixed use development of around 500 homes with associated employment and community uses. The project has been brought forward in conjunction with Kennett Community Land Trust and will include 150 CLT owned affordable homes, a new primary school with pre-school, care home and / or extra care units, playing fields, supporting infrastructure and open space / landscaping. The site has now been confirmed as a housing allocation in the East Cambridgeshire Local Plan and an outline planning application will be submitted in 2018.

Involvement in a project of this scale was not anticipated when the original business plan and £5m council loan facility was set up in early 2016, but ECTC reacted to the opportunity presented and by subsequently i) securing a local plan allocation and, ii) gaining significant local community support for the proposal, the company has demonstrated that it was the correct decision to take at the time.

As the project is expected to obtain outline planning permission during the coming financial year, important decisions about financing and delivery arrangements for the project now need to be made by the board of ECTC and its shareholder, ECDC.

To fully develop the project, it is estimated that between £20m and £25m of development finance is required. This funding would be additional to the existing £5m ECDC loan. The project has a total capital value of around £150m and is expected to yield a development profit of at least £25m over a 7 – 8 year period.

At the present time, it is not anticipated that ECDC will be able to provide the funding required from existing reserves so a number of external funding options are being actively considered. These could include financial involvement of public bodies such as Cambridgeshire & Peterborough Combined Authority and the Homes and Communities Agency (HCA) and / or private sector financial institutions and insurance companies. It also seems highly likely that the project will need to be brought forward with one or more developer partners.



Artist's impression of the Village Square at Kennett Garden Village

Pipeline / Opportunities

In its first two years of trading, Palace Green Homes has secured a pipeline of development sites that, with the benefit of planning permission, will deliver at least 578 new homes across the district.

Table 4. Land development pipeline at Jan 2018

Site	Ownership	Status	Total No. of Homes	Market homes	Affordable homes
Ely	Freehold	Under construction	11	9	2 ¹
Soham	Freehold	Under construction	13	5	8
Haddenham	Option	Current planning application	54	35	19
Kennett	Option	Local Plan allocation confirmed – Permission expected in 2018	500	350	150
TOTALS			578	399	179
Tenure split (%)			100%	69%	31%

In the next 4 years, it is expected that the company will deliver 164 of the 578 homes that are included in the Land development pipeline. These are as shown on Table 2 (below). 35% of these homes will be CLT owned affordable homes.

Table 5. Forecast housing completions at Jan 2018²

Year	2018/19	2019/20	2020/21	2021/22	TOTAL	Tenure split (%)
Private sales	14	22	34	36	106	65%
CLT affordable homes	10	11	26	11	58	35%
Total	24	33	60	47	164	100%

¹ At our Ely site 2 CLT owned affordable homes will be provided on-site and a further 1 affordable home will be provided by ECDC off-site using a s106 payment in-lieu from ECTC

² 86 of the properties scheduled for delivery in 2020/21 and 2021/22 are at Kennett Garden Village. Funding and delivery arrangements for this project have still to be formalised.

Development project financials – Current projects

Table 6. Development project financials: King's Row – Barton Road, Ely

	£	£
Projected sales revenue		£4.795m
Cost of sales	£3.829m	
Gross profit before overheads, interest and taxation		£0.966m
% profit / costs	25.2%	
% profit / sales		20.2%

Table 7. Development project financials: The Shade, Soham

	£	£
Projected sales revenue		£2.098m
Cost of sales	£1.748m	
Gross profit before overheads, interest and taxation		£0.350m
% profit / costs	20.0%	
% profit / sales		16.7%

Table 8. Development project financials: Land at West End, Haddenham

	£	£
Projected sales revenue		£14.096m
Cost of sales	£11.717m	
Gross profit before overheads, interest and taxation		£2.379m
% profit / costs	20.3%	
% profit / sales		16.9%

Table 9. Development project financials: Kennett Garden Village

	£	£
Projected sales revenue		£170.0m
Cost of sales	£140.0m	
Gross profit before overheads, interest and taxation		£30.0m
% profit / costs	21.4%	
% profit / sales		17.6%

Looking forward – the next 12 months and beyond

In 2018/19 Palace Green Homes will:

- Consolidate its niche market position as the natural development partner for Community Land Trusts and work with more trusts to facilitate more community-led developments;
- Complete the construction and sale of 11 new homes (Inc. 2 CLT owned affordable homes) at King's Row, Ely;
- Complete the construction and sale of 13 new homes (Inc. 8 CLT owned affordable homes) at The Shade, Soham;
- Secure planning permission for a CLT project in Haddenham for 54 new homes (Inc. 19 CLT owned affordable homes), and commence construction;
- Submit a planning application for a residential-led development of around 500 homes with associated employment and community uses (including care home and/or extra care units) and new primary school with pre-school (nursery) facilities, playing fields, supporting infrastructure and open space/landscaping, on 40 hectares of land at Kennett. 30% of the dwellings (150 homes) would be CLT owned affordable;
- Continue to provide Strategic Land Advice and support to ECDC Asset Development Committee;
- Continue to identify, appraise and secure further land development opportunities to strengthen the existing pipeline;
- Help ECTC to identify new sources of potential funding and alternative delivery arrangements that will allow more homes to be built, more quickly.

Marketing plan

Palace Green Homes want to be recognised as a responsible developer that cares for the local communities in which we work. For this reason, we have developed a Community Pledge, displayed on our website, which sets out how we will operate when we are building new homes in a local community. We will be considerate, clean, respectful, and safe and will do our best to look after the environment.

We are equally concerned to ensure that the interaction between Palace Green Homes and our customers is a good one, and that we quickly develop a reputation for excellent customer service. For this reason, Palace Green Homes has developed a Customer Pledge (again displayed on our website) which sets out the commitments that we make to our customers during their purchase.

Sales, marketing and handover of the completed properties will be managed by the Palace Green Homes in-house team in conjunction with appointed local selling agents. Each of our new properties is also covered by a 10 year NHBC guarantee; the most widely accepted and understood guarantee that is available in the market.

Palace Green Homes has also established a content rich website at www.palacegreenhomes.co.uk. The website provides background about the company, its ethos, the team, news about our latest activities and extensive information about our individual projects, including those still at planning stage. We also regularly promote the brand and share information on social media outlets (Linkedin, and Facebook).

Staffing

Phil Rose - Head of Property and Development

Phil leads the team at Palace Green Homes. He is a specialist in development appraisal, land acquisition, planning negotiation and community engagement; with a depth of experience of consultation, neighbourhood planning and community-led approaches to urban design.

Phil was involved with the Streatham Community Land Trust project from start to finish and helped ECDC establish ECTC in 2016. He's also a member of the Royal Institute of Chartered Surveyors, specialising in development and planning and provides advice and support to ECDC Asset Development Committee.

Maison Mokoena - Land and Planning Manager

Maison completed a master's degree in Town Planning from the University of Sheffield and gained first-class experience and knowledge in land acquisition, development process, planning and technical issues working with Linden Homes. He is a Licentiate member of the RTPI and is seeking to become a chartered town planner in 2018. He also sits on the RTPI East of England Regional Activities Committee.

Maison's key responsibility is to lead in the identification and appraisal of new land opportunities and to manage the land acquisition process by conducting the necessary due diligence, viability and feasibility studies. He is also responsible for managing projects from

planning promotion at pre-planning through to the design and application stage, whilst leading and coordinating internal and external project teams to deliver planning permissions on target and in-line with business objectives.

Kevin Francis - Sales and Development Manager

Kevin is the Sales & Development Manager at Palace Green Homes. Kevin has worked in a sales, commercial, land & development function within the residential house building industry for over 30+ years with a number of national house builders and regional housing associations.

Kevin's principal responsibility is to manage the company's sales function from pre-development to hand over and to ensure targets are met in terms of sales efficiency, profitability and to high levels of customer satisfaction. He is also responsible in the development role for taking residential led high quality developments through post-planning design, contractor procurement and onto site for construction.

Jo Alderson - Sales and Marketing Co-ordinator

Jo is the Sales and marketing co-ordinator at Palace Green Homes, with over 20 years' experience of residential property sales and lettings, including valuations, appraisals, building plots and new home developments markets within the local area.

Jo's principal responsibility is to work with the Sales and Development Manager and is responsible for sales & marketing of the company's developments and developing the branding across all media and social media platforms. Jo is the principal contact between Palace Green Homes and all our professional consultants, estate agents, solicitors, contractors, creative agencies, suppliers, CLT stakeholders and customers. Jo will be the primary contact right from the initial sales enquiry through to completion and aftercare. Jo's attention to detail and her customer 'first' approach will ensure the growing reputation for building quality designed homes for our brand within the district.

East Cambs Community Housing



Services

- Support for local Community Land Trusts. Work includes community engagement, legal incorporation of CLTs, formation of partnerships with developers/land owners, planning advice, help drafting allocations policies, help with organisational governance, liaison with funders to raise finance for new developments, tenancy agreements for affordable rental and shared ownership homes.
- Specialist community housing advice for local authorities. This work includes support in drafting housing strategies, working within planning departments, strategic meetings with planning, housing and communities departments, design of grant applications, project panels, SPDs, Council community engagement, work with the communities – publicity, identification of groups/trustees, setting-up
- Housing and management services. These services will commence in 2018/19 and are likely to include management of initial tenancy checks and references, preparation of tenancy agreements, welcome packs, rent collection arrangements, property handovers, management of repairs and maintenance, estate management, annual safety checks and ongoing eligibility checks.

Looking back – the last 12 months

In 2017 the company has made considerable progress both within the District and further afield. We have been instrumental in the building of 80 affordable homes and a total of 150 new market and affordable dwellings to date. In the pipeline we have another 185 affordable homes and a total of 590 new dwellings.

We have established Fordham, Swaffham Bulbeck, SAVE and East Cambs. CLTs and have provided ongoing support and technical advice to Stretham & Wilburton, Soham, Haddenham, Swaffham Bulbeck and Kennett CLTs.

Two of our technical advisers have received accreditation from industry body the National CLT Network.

Membership of National CLT Network (NCLTN) and the Community Housing Fund (CHF)

The company is a member of NCLTN. The Network is principally a lobby group and was very instrumental in securing the £60m Community Housing Fund from DCLG in Dec 2016. In its inaugural year the CHF was designed to help Local Authorities in areas where the impact of 2nd homes is particularly acute, and where housing is unaffordable for local people, to support community-led development.

A number of Local Authorities in the East of England were awarded grants. As the umbrella organisation for the East of England (nominated by NCLTN) the DCLG advised all recipients of grant funding of our availability and suitability to help with forming new community-led housing groups. We approached all of the local authorities in the region that received CHF and secured 4 firm contracts.

Success stories

Success story - Thrift CLT for Soham

The development at The Shade, Soham is providing:

- 8 affordable homes for local people
- 5 open market homes
- CIL money for the Town Council to reinvest in town services

Community assets will be owned and managed by Soham Thrift CLT, for the benefit of the wider community.

The Scheme

ECTC trading as Palace Green Homes are building 13 new homes in Soham adjacent to The Shade Primary School on the corner of Kingfisher Drive. The scheme, which will create a landmark modern and high-quality development on unused council land, has been designed by local architects Gary Johns Architects to provide four houses and nine apartments.

Upon completion, eight of the homes will be transferred to Thrift CLT for Soham to manage as affordable homes for people who live and work in the parish (six apartments for affordable rent and two houses for shared ownership). The other five properties – three one-bedroom apartments and two three-bedroom houses – will be sold on the open market. The project has been funded in part by ECDC (using s.106 receipts from other developments) and the Cambridge and Peterborough Combined Authority.



Artist's impression of the finished development

Success story - Stretham & Wilburton CLT

The Manor Farm development in Stretham is providing:

- 23 affordable homes for local people
- 52 open market homes
- CIL money for the Parish Council to reinvest in village services
- New GP surgery for the village
- Business units
- Village green
- Woodland walk with edible planting
- Open green spaces

The community assets in the scheme (affordable homes, surgery, business units, and open space) will be owned and managed by the CLT, for the benefit of the wider community.

Who is eligible for CLT housing?

It is important to Stretham and Wilburton CLT that their homes are reserved for people with strong local connections to the villages. Decisions on eligibility are made using a CLT 'Allocations Policy' that prioritizes those who have lived in one of the villages for over two years, those with family in one of the villages and those with local employment.

CLT homes are available on both an affordable rental and shared ownership basis. An important feature of CLT schemes, however, is that the homes remain in the CLT's ownership in perpetuity. Therefore, any shared ownership homes are limited to 80% stair casing.



Completed CLT homes at Manor Farm, Stretham

Pipeline / Opportunities

Table 10. Existing CHF contracts

Contract period	Council	Amount
Oct 2017 – Sep 2018	Tendring District Council	£50,000
Jun 2017 – May 2018	Great Yarmouth Borough Council	£35,000
Jul 2017 – June 2018	South Cambs District Council and Cambridge City Council	£50,000
Jan 2018 – Sep 2018	Mid Suffolk District Council	£20,000
Piecemeal – on call off	Suffolk Coastal & Waveney t/a East Suffolk	£5,000 per community

Years 2-5 of the Community Housing Fund were announced in Dec 2017. £60m per year will be available for community groups to bid for, on both a capital and revenue basis. We await the detail of how the scheme will be rolled out and to whom but it is expected that registered providers, local authorities and ‘umbrella’ organisations may be able to bid.

Cambridge & Peterborough Combined Authority (CPCA)

We are in the process of pitching for funding from the CPCA to roll-out a Kickstart Community-led Housing’ programme and the creation of a Community Housing Hub for the whole of the CPCA area. This would provide enough funding for the company to resource comprehensive advice and support provision across the district for a period of 5 years.

Management of CLT owned Affordable Housing

There is a growing need from local CLTs for a capable and ethically well aligned (with the ethos of CLTs) lettings and management service. The company is exploring whether such a service as it has staff with the knowledge and capability of providing it.

Looking forward – the next 12 months and beyond

Swaffham Bulbeck CLT

The CLT are working with a landowner and developer to lodge a planning application for a piece of land in the village which currently would provide 15 affordable homes for the CLT. This project will require support throughout its development.

Haddenham CLT

The planning application has been submitted for the site at West End in Haddenham for 54 houses of which 19 will be affordable. Support for the CLT continues.

Stretham & Wilburton CLT

A site has been identified in Wilburton that might provide 15 affordable homes for the CLT although it is at an early stage of planning.

Soham CLT

The development at the Shade will be completed in 2018/19. The CLT will be looking for a management company to undertake the letting and maintenance of the 8 properties. Plans for the Eastern Gateway appear to be stalled although the CLT remains in a dialogue with the landowning parties.

Kennett CLT

The CLT recently voted to support the development on land at Station Road. This large scheme will provide 500 new dwellings with affordable homes contributing 150 of the total. Outline planning permission will be sought in the spring of 2018.

East Cambs CLT

The CLT has been legally incorporated and now has a bank account. Two public meetings in Ely are planned to introduce the CLT and the 2 affordable homes in Kings Row, Barton Road which will be transferred to ownership by the CLT. Further opportunities for the CLT may arise from the development at Kennett should the CLT and other parties not take up all the affordable housing options.

Further activities in East Cambs.

Now that the Local Plan is nearing its examination and adoption, there may be other opportunities which arise either from landowners or communities in need of affordable housing who were unsuccessful in getting land into the Local Plan. A marketing campaign to highlight the CLT advice service which is available in East Cambs is planned for spring 2018.

CLT Housing Management Services

As more CLT homes are completed in Ely and Soham, management arrangements need to be put in place for those properties. This presents an opportunity to generate business revenues and we are in discussion with the local CLTs about the possible scope of any service that may be provided.

Out of District activities

Our reputation for supporting CLTs has grown in 2017 as can be evidenced by other Local Authorities valuing and paying for our support service. In many ways the work we are doing replicates that which we were doing for East Cambs 2013-2016 and it generates significant income for the business. However, resourcing of these contracts, in geographically distant

locations, is challenging and a thorough review will take place before any decisions are made about whether to seek renewal of the contracts when their current terms come to an end.

[Marketing plan](#)

To attract additional business from out of the District (e.g. the Combined Authority) from April 2018 we will be promoting our services as East Cambs Community Housing. This will allow us to reference more readily the excellent results that have been achieved in East Cambs (our track record) and provide services to the community-led development sector across Cambridgeshire which may involve Co-housing, Cooperatives, Custom build and Self Build models of delivery, instead of or in addition to the Community Land Trust model.

The existing website will need updating and refreshing with later case studies, more information on the other types of community-led housing.

[Staffing](#)

Debbie Wildridge

Debbie leads the East Cambs Community Housing team. She has spent 5 years providing specialist support and providing in-depth technical advice to communities, local authorities and housing associations. She is a regular presenter on CLTs at regional and national events.

Her work has included setting up 14 CLTs in the East of England, guiding parishes and communities in the CLT pre-set up stage, advising on legal structures and set-up procedures, assisting in calls for land, researching sites, community engagement, land negotiations, pre-planning, planning applications and s106 negotiations, developer/housing association selection, contract negotiation and allocations policies.

Emily Mulvaney

Emily is a Community Housing Technical Adviser for the company and is also accredited by the National CLT Network. She completed a degree in Law and Economics in 2014, where she had a particular interest in Land Law, and is currently studying for her CIH Level 4 Diploma in Housing. Emily's work includes advising on legal formats and documentation, community engagement, planning policy and process, supporting Local Authorities in developing community-led housing strategies, and finding funding opportunities for emerging and existing housing groups. Emily specialises in the CLT model but also offers technical support for other models of community-led development, such as Co-housing and self-build.

Rachel Watts

Rachel has a strong background in community-led development and the CLT model specifically after working as the clerk for Stretham & Wilburton CLT (SWCLT), a role that she continues to hold alongside her work with the company. Rachel has been central in

organising the finance for SWCLT and taking up the landlord and housing management role for completed CLT properties. This experience and knowledge is invaluable in Rachel's work at East Cambs Community Housing, which mainly involves engaging with and supporting community-led housing groups from formation and throughout the development process.

SWOT Matrix

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> 1. Low overhead costs 2. Responsive and pro-active 3. Specialist knowledge 4. Strong local connections 5. EC Community Housing - a catalyst to PGH development projects 6. Ethos aligned with target market 7. Intensive community engagement reduces development risk 	<ul style="list-style-type: none"> 1. Shortage of finance 2. Inflexibility of current financing options 3. Office accommodation too small for expanding business 4. 'Lean and mean' overhead means risk of inability to scale up quickly 5. Media and PR profile could be stronger 6. Risk of perceived bias / conflict of interest between company and council
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> 1. Corporate objectives aligned with Council Corporate Plan 2. Few local competitors 3. Devolution and the Combined Authority 4. Growing interest in Community-led development 5. New geographic markets 6. Demand from local CLTs for Housing and Estate Management Services 7. Housing crisis firmly on political agenda 8. Partnerships / Joint ventures 	<ul style="list-style-type: none"> 1. Housing market deterioration affects sales revenue 2. Construction cost inflation 3. Failure / delay in obtaining planning permissions 4. Risk of mission creep 5. Loss of uniqueness as company grows and others enter the market

TOWS Matrix

	OPPORTUNITIES (EXTERNAL, POSITIVE)	THREATS (EXTERNAL, NEGATIVE)
STRENGTHS (INTERNAL, POSITIVE)	Strength – Opportunity strategies <ul style="list-style-type: none"> 1. Promote ethos and specialist knowledge to retain advantage over competitors 2. Promote work of EC Community Housing to new geographic markets and Combined Authority 3. Explore development opportunities outside ECDC 4. Respond to CLT demand for housing and estate management services 5. Use local connections to respond to opportunities in Council Corporate Plan 	Strength – Threat strategies <ul style="list-style-type: none"> 1. Maintain low overhead to protect against market deterioration 2. Use specialist knowledge to ensure most effective procurement policy to mitigate construction cost inflation 3. Rely on specialist knowledge and intensive community engagement to reduce risk of planning delays / failure 4. Ensure corporate objectives are clear to avoid ‘mission creep’ 5. Maintain specialism in community engagement to avoid loss of uniqueness
WEAKNESSES (INTERNAL, NEGATIVE)	Weakness – Opportunity strategies <ul style="list-style-type: none"> 1. Investigate funding options with Combined Authority 2. Obtain approval to Shareholder agreement to allow Joint ventures / external borrowing 3. Keep office accommodation and staffing levels under review as demands of business grow 4. Promote the company brand and activities at local, regional and National level 5. Maintain clear and transparent governance procedures to minimize any perception of bias 	Weakness – Threat Strategies <ul style="list-style-type: none"> 1. Identify options for more cost effective finance and maintain careful cash flow control to mitigate against housing market deterioration. 2. Seek ‘off-plan’ sales and fixed-price contracts with suppliers and contractors where possible 3. Keep alert to opportunities to utilise grant funding 4. Maintain clear pipeline of projects that are considered carefully against risk and return KPIs 5. Enhance company profile through PR and Comms to maintain market position as new entrants come to market

